Mr. McCallum had been Headmaster at Christ College Brecon and like Henry Franklin was a rugby blue. He made an immediate impact on plans for development deciding that the Sanatorium was too big to be really useful, as the success of modern medicine left it empty most of the time.

In November 1963 he launched a successful major appeal for over £130,000 to add a second boarding house to Forest, convert the Sanatorium into a boarding house, modernise Newsom and to convert the main College building to take one house and a smaller Sanatorium. This enabled the Day Room Block (in 2004 the English Department) to be split up into teaching classrooms and gave boarders much more living space than before.

To achieve this the Council decided to replace the loss-making Farm with playing fields. They sold off the Downs Shop playing fields for £70,000 financing the terracing and replanting of the farm and about a third of the costs necessary for reorganisation and development in the rest of the College. The new playing fields included a running track, three Rugby pitches and two cricket squares and were complete in 1966, by which time the rest of the redevelopment was already well advanced.

In 1965 the Sanatorium was converted to take Fayrer House, while Hart Smith was run down. Their place in the Hart Smith building was taken by the Art Department, on the first floor; and by the new Robinson House, founded in 1968 in memory of Henry Robinson. He was Chairman of Council and a most generous Managing Director of the Medical Insurance Agency, who had died in 1960. The Robinson tie still sports the Hart Smith colours today. The new Holman building was finished and occupied in 1966, leaving Newsom vacant. Newsom was extensively with a new study block attached to the back and the old 'Fayrer Gym' was demolished.

Carr and Propert now moved into the remodelled accommodation, leaving Granville alone in the Main Building. The Main Building conversion included adding a second story over the dormitory to house the Sanatorium and extensive rebuilding in Granville, finished in 1967. The old Day Room Block was converted into 8 classrooms and a 'green room' for the stage. The Gymnasium was modernised, losing its fencing balcony, and was internally jacketed in engineering brick. Not content with this extensive change, Mr. McCallum then went on to insert a language laboratory into the old Holman Art and Reading Room and to build two masters' houses in the garden of 103 College Road. Mr. McCallum's last flourish was to start a scheme for five masters' houses in the space beyond Holman by building the first pair; at the same time building the first of another pair of staff cottages on the College Avenue site in the opposite corner of the College. Truly Mr. McCallum deserves his reputation as a great builder.

Mr. McCallum's headmastership marked the beginning of a much more successful phase in College sport: Old Epsomian Mr. Robert Setti (R. 1952-1956) was selected for the England Commonwealth Games team in 1963, and won a silver medal for the 4 x 440 yards Relay and Mr. Keith Pilcher, won the Queen's Prize for full-bore rifle shooting at Bisley in the same year, the first of three times. In 1964 both the 1st and 2nd rugby XVIs were undefeated in school matches, while in the following year the 1st XV lost only
against Cranleigh, and the 1st cricket XI was undefeated. Mr Peter Benson, the first Director of Sport, appointed in 1966, brought greater professionalism. He began by reorganising the games programme, moving athletics and sports to the Summer Term leaving hockey to dominate the Lent Term, while Minor Sports such as Fencing, Squash and Cross Country Running were given more freedom to operate.

The breadth of sporting endeavour was matched in many other areas. For example, a myriad of school societies flourished from an Amateur Cine Society to Scottish Country Dancing. The Scouts continued to flourish, while the C.C.F. adapted to include the Duke of Edinburgh Award Scheme, allowing some Sixth Formers an alternative of Social Service on Wednesday afternoons instead of Corps. In the academic sphere, Mr McCallum was successful in maintaining Epsom's reputation for sound teaching. In 1964 Epsom came second out of all Public Schools in the Daily Mail's embryonic league table of 'A' level results. The following year the results were slightly better, with a pass rate of 63%, 16.5% of entries being at A or B grade. While such results may now cause merriment, they were very satisfactory at a time when it was still possible to win a place at Medical School with two E grades at 'A' level.

While in 1962 there were still 54 Foundationers at the College, by the time that Mr McCallum left in 1970 there were only 36 reflecting a profound social change that was going to have serious effects - parents were suddenly unwilling to send their boys away to boarding school. Mr McCallum conservatively resisted change, whether in enforcing the rule that day pupils should wear College uniform out of school, or that they should attend College chapel on Sundays or in allowing the continuation of fagging and corporal punishment by prefects. Boarding numbers could only be maintained by looking abroad for pupils or by lowering the academic requirements for boarding places. Day pupils were often substituted, to the detriment of the College's ability to invest in new facilities. Though Mr McCallum appeared to have been a successful Headmaster, he left his successor in 1970 in a difficult situation - having emptied the coffers he had allowed the business situation of the school to decline. He moved on to the Headmastership of Strathallan School, where a decade earlier he had served as Second Master.

Mr O.J.T. Rowe, M.A., the new Headmaster.

Mr O.J.T. Rowe, a classicist, had been headmaster of Giggleswick School in Yorkshire. While maintaining an appearance of firmness, Mr Rowe subtly changed the situation. He sought ways of allowing pupils a healthy school social life, controlled without confrontation. In 1970 he suggested the creation of a Sixth Form Centre in which pupils could meet together outside their houses. This took some time to emerge but, in 1972, it gained its own Club Licence for a beer bar. Rules for day boys became more conciliatory - there were now only four obligatory attendances at Sunday chapel in the year.
The school was opened up in many ways from increasing the value of Open Scholarships to the establishment of a working School Council for the pupils (which negotiated very much the present rules for boys' uniform) and the production of the first illustrated school prospectus since the 1930s. A Member of Council was appointed as the special representative of the Common Room and Headmaster. All this helped to steady and to some extent to reverse the decline in boarding numbers. A Feasibility Study Group suggested admitting girls to the Sixth Form was a possible way forward and Mr. Rowe had already admitted Verity Curry from St. Andrew's Convent and Linda Halifax from Rosebery School to study some Sixth Form subjects in 1971, so he was clearly open to the suggestion of co-education. Later Verity Curry became the first full-time girl pupil, taking her Seventh Term Oxbridge Entrance examination at the College. In October 1975 Mr. Rowe presented a memorandum to a College Council Committee arguing that girls should be admitted at Sixth Form level which found immediate acceptance. In the following January Mr. Benson was appointed as the first White House housemaster, with Mrs. Benson supplying the necessary female support so that, in May that year, the Headmaster was able to report that 9 girl boarders and 7 day girls had been selected to begin a limited experiment of co-education at Epsom College.

White House, housed in Longdown Cottage, 103 College Road, quickly outgrew its accommodation and gradually took over the Terrace (once the Pensioners' flats) finally moving there in 1980. In 1981 Mrs. C.A. Shilston and Miss E.A. Smailes became the first female teachers since the War—beginning the change towards a balanced Common Room.

Mr. Rowe established Economics as a subject; he appointed Mr. D.N. Rice as the first Head of Economics in 1971 and it quickly grew at Sixth Form level. The first Epsom computer was
established in March 1974 through a teletype
terminal. By 1979 this had become outdated and
a microcomputer was purchased for the school.
This machine cost £3,000, a large sum at that
stage, but by 1981 it was already obsolete and in
September of that year the first network of 12
B.B.C. computers was bought.

Music Centre and Swimming Pool were built, with
an extension to the Mathematics Block, opened in
1982. Mr. Rowe also pointed out to Council the
very poor conditions under which bachelor
masters were working and was energetic in
pushing though improvements in their
accommodation and terms of service. At least as
important was the reorganisation of the Newsom
Block to give more accommodation to Propert,
with the intention that Carr should become a
day-boarding house, while other day houses were
refurbished. However, not everything he touched
was successful: plans to build a new Chemistry
Department by Wilson Steps as the first step in a
new Science quadrangle never materialised since
building costs rose faster than money could be
raised - inflation at this time was running at 10 to
15% in each year. The chemists had to be satisfied
with the refurbishment of their old block instead,
completed ahead of schedule in December 1980.
The inflationary spiral destroyed old debts but
forced an impossible schedule for development –
an odd effect was that in March 1978 at a
Council meeting it was pointed out to the
Headmaster that schools fees were too low. The
College must not appear to be a cheap school!

School life developed in many ways in the 1970s:
the College Shooting Team won the Ashburton
Shield, the premier full-bore rifle competition, for
the first time in 1973; David Warren (Cr 1975-
70) became the College’s first President of the
Oxford Union; in 1977 the first all-weather
surface, the Crosbie, was begun on the site of the
present all-weather pitch behind Fayrer; sailing
became popular; a Naval Section was added to
the C.C.F. and in 1973, Mr. Kemp, the last College
Butler, retired – he had been on the staff since
1949. By 1982 there were only 16 Foundationers
remaining in the College and there was unease
about the number of foreign students recruited
to fill boarding places, however Mr. Rowe had
added 100 pupils to the College and had
stemmed the haemorrhage of pupils away from
the school. It is not possible to adequately
chronicle the many improvements of these years,
but when Mr. and Mrs. Rowe left the College in
1982 they left a community with a distinct
momentum towards success.

Dr. J.B. Cook, our second headmaster from Christ College Brecon, took on the challenge energetically. His aims were clearly explained and his affability, effectiveness and interest in sport gained him great respect in the Common Room. He quickly understood the continuing need for Common Room housing and organised, as a priority, the building of six semi-detached houses beside the Music School. He pushed forward both the rebuilding of the Cricket Pavilion changing rooms after a serious electrical fire and the gutting and rebuilding of both the Physics and the Biology Departments, completed in 1986, helping to preserve Epsom College’s reputation for science education for another generation. Girls’ accommodation in the Terrace was also enlarged and reorganised, doubling the capacity of the White House by spring 1985. The successful Art Department was bursting out of its accommodation on the first floor of Hart Smith: they needed to use the space on the ground floor; occupied by Robinson. Robinson was relocated in the old Carr Study Block, vacated when Carr became a day boarding house in 1988. Pottery was taken out of the ground floor of Rosebery and reunited with the the Art Department, allowing Rosebery to be internally rebuilt, which now lost its external metal walkway on the first floor and gained internal stairs and corridors. The Ronald Raven Sports Centre was undoubtedly Dr. Cook’s greatest building achievement.

Planned some time before, through his enthusiasm the Sports Hall doubled in size. Building began in 1988 and the complex of two large sports halls, six squash courts, fencing salle, climbing wall and weights area was finished in time to be opened by H.M. the Queen in 1989. The spoil from digging the foundations was transported across to terrace to the Chapel Pitch, providing a playing area by Wilson Steps.

Dr. Cook’s last flourish was the creation of a Design Technology Department. Development of the Swimming Bath and the Sports Hall had left the centre of the school curiously quiet and Design Technology (in those days Craft, Design and Technology) had recently become a necessity because of the imposition of the National Curriculum on schools, to which Epsom must pay some attention. New accommodation was built near the new Sports Hall for the Clerk of Works Department (which had taken over the old Swimming Bath) banishing the need for traffic.
The new Design Technology Department in 1992

across the Quadrangle. Mr. RM. Shephard, the first Head of Design Technology, was appointed in September 1991 to advise on the creation of a new department, cunningly converted from the old Swimming Bath area and opened in 1992. By then plans were proceeding for the relocation of the Library to the Gymnasium and the Common Room to the old Library. Dr. Cook was less successful in persuading the Epsom and Ewell Planning Department of the need for additional staff housing within the College grounds. A plan to erect a crescent of staff housing between Fayrer and the Swimming Pool was refused, as was every alternative solution, until the Planning Committee were finally persuaded in 1991 to agree to a small block between Hart Smith and the Main Gate, now called North Lodge. This was only a partial solution to the needs of the College and a programme of buying houses in the locality was begun which continues today.

How had Dr. Cook financed this huge building programme? The stabilising of the economy during the 1980s allowed the College to charge higher fees, as wealth returned to the South East of England. At the same time the sound academic reputation of the College was further improved, strengthening the College’s intake. For example, in 1985 the College had improved its success rate to 94% at ‘A’ level and 83% at ‘O’ level, while Oxford and Cambridge results were excellent. In 1991 the ‘A’ level pass rate had risen slightly to 95% but, more importantly, 60% of passes were now at the top grades A or B. At G.C.S.E., which took over from ‘O’ level in 1988, 96% of entries were now successful with over half the passes at grade A. Dr. Cook had shrewdly calculated that, in the South East, there was a market for a school that was more responsive to parental requirements - many parents worked a long week in London but would like to see their children at weekends. In 1993 Epsom College became one of the first schools to offer weekly and day boarding, with a very satisfactory effect on the number and quality of pupils. In 1988 there were 662 pupils in the school at the start of the Michaelmas Term and the school was overfull.

On 9th November 1988 there was a meeting of a Council sub-committee, worried about economic conditions, to consider co-education at Epsom College. The discussion concluded that, while in the present situation there was no real benefit in going fully co-educational (except perhaps in terms of results), if the financial situation worsened so that numbers fell below 600 it would become necessary to change one boarding house (Granville and Wilson were suggested) over to girls. If the situation became even worse, then it would be necessary to ease the entry into the College of girls and boys from schools at which transfer happened at age 11 or 12 by taking pupils younger. This prospect would be damaging to relationships with feeder schools and was not to be considered. Co-education was clearly foreseen as a likely outcome for the future.

The 1980s was a tremendous period for school societies, for plays and for music. Sport flourished, especially rugby - in 1983 the Epsom 1st XV was Rugby World School Team of the Month and the 1st XV was unbeaten in 1984 and in 1987. The Shooting Team won the Ashburton for the second time in 1990, after a lapse of many years, and the subsequent win in 1991 marked the beginning of an unprecedented succession of triumphs. As an example of 'school life' a brief look at the 'Epsomian' of 1990 shows some principle events of the year - a Rosebery house play, 'Up 'n Under' by John Godber; a School Play, 'Cabaret'; a History Department play, 'The Crusades' or '1095 and all that' by Andrew Matthews; a Robinson House play, 'Rope' by Patrick Hamilton; a double bill of One Act Plays, 'The Proposal' by Anton Chekhov and 'After Magritte' by Tom Stoppard; a Junior play, 'Kes' by Barry Hines; a Charity Entertainment Evening; a Choral Society Concert; a programme of Madrigal Society events; a Music Society Recital; an M4 Proms visit; the Choral Competition; a Christian Rock Concert and an Art Competition. Societies included Mermaid Tavern, XVI Society, History Society, Le Cercle Francais, PoSoc, Curie Society and Pooh Society. There had been school trips to Ypres and the Somme, Dieppe and Paris and field trips to Wales and Devon, sports tours to Barbados, Zimbabwe and Canada and C.C.F. camps in the Cairngorms Wales and Yorkshire. Sports teams were offered in Athletics, Badminton, Cricket, Cross Country, Fencing, Golf, Soccer, Hockey, Rugby, Shooting, Squash, Swimming, Tennis and Water Polo and Girls teams in Fencing, Tennis and Lacrosse. The greatest event of the year was certainly the visit of H.M. the Queen on November 3rd 1989 to open the Ronald Raven Sports Centre, an unforgettable day. Spending the whole day in the College meeting pupils, Common Room and College Council, the Queen had unveiled a commemorative plaque in the Sports Centre and had planted a tree outside the Art Department.
In a survey of development over each decade it is easy to pass over small events, which had profound effects. During the 1980s it would be fair to say that activity in the Royal Medical Foundation was at a low point. Fewer Foundationers entered the College as parents wished them to stay nearer home, and the Foundation was not actively seeking out people to help - but by the end of the decade something was stirring. There was a gradual movement towards the creation of separate trusts for the College and the Foundation to disentangle their finances and, when this was investigated, it became obvious that the Foundation was underachieving, even within the restricted income it then enjoyed. The College was very quick to organise its own Educational Trust, then Dr. Cook pointed out the unfairness of the arrangement by which Surrey Scholars were educated almost free, their parents making donations to the Foundation to fund medical charity. Changing this situation, a labour of Hercules in which the main problems were with the Inland Revenue, was to take quite some time.

The Foundation, stimulated into greater action, quickly outran its resources, a situation made worse by a quarrel with the Medical Insurance Agency, its greatest benefactor, which did not think that its donations were being properly used. In 1991 the Council, confident that the Foundation could survive, employed its first Case Worker; Mrs Wendy Rogers, with the effect, through the rising cost of administration and grants, the Foundation barely survived. The parlous state of the Foundation contrasted badly with the great success of the College and a restructuring of the relationship between the two became more and more inevitable when Dr. Cook left, exhausted after 10 years as Headmaster, to take up an appointment as Director of The Inner Cities Young People's Project in 1992, after presiding over a period of great success.

After a short interregnum, capably managed by the Second Master, Mr. Squibbs, Mr. A.H. Beadles, M.A. (F. 1953-59), an Old Epsomian and historian, headmaster of King's School, Bruton succeeded to the headmastership in January 1993. Mr. Beadles quickly introduced Junior and Senior Assemblies on Monday mornings and Common Room Meetings on Tuesdays to improve communication. His first building priority was to improve boarding accommodation to provide more spacious and private accommodation for boys. In 1993 alone he spent £384,500 on Granville and Propert Houses, considerably improving their comfort. Another early objective was the creation of a separate Information Technology Department, under Mr. Simon Mower, in the old Granville Sewing Room, coupled with the networking of the College and the spread of computing into every department. Begun in 1994, this was a long-term commitment which continues to change the kind of education the College provides. Another very major change was the moving of the Library into the Old Gymnasium, planned originally by Dr. Cook, but carried out very imaginatively by Mr. Beadles and

his architects, Maguire and Co. As part of the same development, the look of the Quadrangle was completely transformed by the addition of a grass oval, cobbles, seats and blocks of thorn trees. This alone made a remarkable difference to the feel of the College, transforming a barren car park across which pupils hummed, into an area where one might sit and chat. The effect of such sensitive change was to begin to transform the College in more general ways, and was accompanied by a campaign to end bullying and of course by the introduction of full co-education.

Between 1992 and 1995 Epsom suffered the full impact of the economic recession — shops closed in the High Street and many people were made redundant or moved away. Numbers in the College became very hard to maintain, the margin between great profitability and barely breaking even being very narrow. In 1995 it was quite clear that numbers in local preparatory schools were well down on the past and that they were either turning co-educational or were actively considering it. The likelihood of a Labour Government in the election in 1997 was also an incentive for change since, if charitable status was threatened, the College would be severely harmed. Mr Beadles had kept the situation under consideration and had decided that, if the College went fully co-educational in 1996, it would be among the first senior schools to do so in the area, giving it a head-start on the competition. The cultural aspect — the liberalisation of the College community and an improvement in personal behaviour — was clearly also an important objective. Wilson was the first boys' house to change to girls, with Miss Deborah Hills as Housemistress.
From 1996 to 1998 the young girls were housed in No. 2, The Terrace, but in 1998 they exchanged with Wilson (Boys), inheriting the Wilson House building, while Wilson (Boys) either joined other houses or awaited the dissolution of their house in 2000. As a last act this small group signed their names on a Wilson House tie, which was buried in the Time Capsule in the foyer of the Mackinder Block in Summer 2000.

In 1997 the Common Room finally took over the old Library as their new main room while plans for the extension of the Crawfurd day house and for a new classroom block on the site of the old garages behind began to take shape. It was decided that the Geography, History and Economics Departments should be given new accommodation which, in the chess game that is played with facilities, would greatly improve the provision for English, Religious Studies, Mathematics and Chemistry (who were enabled to exchange the Lecture Theatre for a new Chemistry Laboratory). A showpiece building was achieved just in time to be in use in Michaelmas 1999.

Behind the scenes the discussion over the future of the Foundation continued. A problem in restructuring the Foundation was that, though the three Acts of Parliament gave a higher priority to funding Foundation Scholars, fewer and fewer were, in fact, coming to the College. Parents did not want children to board in the same way as they had a generation before. Money spent on medical families in need was more cost-effective and more acceptable for the families if given as grants to provide education close to home. In 1995 it was thought that, in pursuing this course, the Foundation may be working against the Acts of Parliament. In further discussion it was pointed

At the opening of the Mackinder Block, 2000: Mary Moore, Mr. Beadles, Mr. Hagdrup (Chairman of Council), Prof. Asa Briggs, Nicholas Witchell

out by His Honour Judge Michael Cook, among others, that the trusts which were providing the money actually being distributed were not dependant on the Acts of Parliament. Money had been given in separate trust funds specifically for pensions and ‘poverty’ grants outside Epsom College and, as the original resources of the Foundation had been mostly exhausted, there was no question of the grants being illegal. There were plans to merge the Royal Medical Foundation with the Royal Medical Benevolent Fund, which would have meant the Foundation moving out of the College to the RMBF offices in Wimbledon. In 1997, to clarify the situation, in a scheme devised by the Chairman of Council, Mr. Alan Hagdrup O.E., it was decided to seek a separation of the Foundation from the College, using a Statutory Instrument, rather than an expensive fourth Act of Parliament.

When, in 1998, a Statutory Instrument was submitted through the Charity Commissioners, it was designed to supersede all previous Acts of Parliament and to restructure the College under the title ‘The Royal Medical Foundation of Epsom College’. The changes took effect on 2 July 2000. The complete separation of the Foundation from the College was not pursued and the Council, slimmed down from 30 to 22 members remained the Trustees of the Charity. Under that there were created two separate Companies Limited by Guarantee, one (The Royal Medical Foundation) to administer the charitable and the
other (Epsom College) to administer the educational objectives of the Charity. Each of the new companies was given its own Board of Directors, guaranteeing in each case a group of interested and knowledgeable people who would not lose sight of their aims. In 2000 the Royal Medical Foundation was supporting 4 Foundationers at Epsom College and 27 other children outside. It was paying 20 pensions and annuities and maintaining one doctor in a nursing home. A new RMF Administrator, Mr. John Higgs, was chosen in 1998, his job initially being separated from that of the Secretary to the Council. Writing in 2004 it is too early to see the long-term effect of these important structural changes, however, since the separation the RMF has worked more closely with the other Medical Charities to achieve a sharper focus on the needs of medical practitioners and their families.

A Midsummer Night’s Dream, the School Play in 1996

The House Swimming Gala
In Mr. Beadle's last year, 1999-2000, as the headmastership passed to Mr. Stephen Borthwick, Headmaster of Aldenham School, Hertfordshire, the College was continuing to change. 'A' level results had reached a 97% pass rate, 71% at A and B grade. The G.C.S.E results were similarly excellent, with 98% A to C grades (the equivalent standard to an 'O' level pass) with outstanding numbers of A and A* grades. A Development Office had just been opened with the objective of uniting Old Epsomians into chapters to promote their social and career opportunities and to run an appeal to fund a new Performing Arts Centre. The College's first opera, Henry Purcell's 'Dido and Aeneas,' had been performed, produced by Mr. Stephen Oliver with Mr. Graeme Lodge as Musical Director. A new day girls' house, Raven, had been created, named after Dame Kathleen Raven, Chief Nursing Officer of the United Kingdom and Member of Council, who had sadly died in 1999. Co-education had taken off successfully and the eldest of the girls who had started in the Middle Fourths were now in the Lower Sixth. Teaching and boarding facilities were excellent with the completion of the Mackinder Building and improvements in boarding accommodation were continuing. There were 666 pupils at Epsom College, which was accounted more than full. Outsiders remarked on the purposeful and supportive atmosphere in the College, which was very diverse and very tolerant - approaching excellence in many different ways.